



Search Committee Training

Search Committee Training: An Overview

The presentation covers:

- » Benefits & Costs of Search Committees
- » Who is involved
- » What roles & responsibilities do they have?
- » Recruitment Activities
- » Evaluation of Applicants
- » Creating an Inclusive Environment
- » Resources



Chapter I

The Role of the Search Committee

The Role of the Search Committee

BENEFITS & COSTS

Why use a search committee or search firm?

- » If done well, the benefits of a successful search outweigh the costs
- » Search committees performing effectively increase benefits and minimize costs

Benefits of a Successful Search

- » Highly qualified, diverse applicant pool
- » Diverse faculty and staff who are committed to unit, college and/or campus
- » Positive return of investment
- » Mission, goals and objectives of department and university are achieved
- » Effective team

Costs of an Unsuccessful Search

- » Wasted resources with higher turnover
- » Low faculty and staff morale
- » Bad hire remains and causes chaos and turmoil in unit
- » Diminishes the university or units reputation with others in the university or the profession/discipline

Search Committee Role is Crucial

- » The search committee plays a vital role in realizing these benefits and minimizing these costs.

The Role of the Search Committee: Who is Involved?

ROLES & RESPONSIBILITIES

Who is Involved?

» Hiring Authority

- › Person responsible for deciding to fill and approve a position

» Search Committee Members

- › Persons responsible for ensuring high quality, diverse applicant pool and making selection recommendations

Who is Involved?

» Search Committee Chair

- › Person(s) designated to lead committee in their due diligence

» Administrative Support

- › Critical staff to support the search and ensure no detail gets lost

Shared Responsibility: CONFIDENTIALITY

- » All discussions among committee members are confidential.
- » Applicant names and materials should be kept in secure location.
- » All notes and discussions remain confidential even upon conclusion of the search
- » Confidentiality breaches should be disclosed to committee chair.

Hiring Authority

- » Create the search committee
 - › Generally 5 to 7 members, but may be smaller (n=3) with other individuals identified to evaluate candidates during interview process.
 - › Typically higher level positions require more constituency representation, and thus larger committees.
 - › Search committee membership should have balanced representation and diversity

Hiring Authority

- » Include women and minorities wherever possible—may use community members.
- » Include members with track records for hiring underrepresented groups and/or educated in affirmative action policies and procedures.
- » Contact HR, Diversity Office, or Provost Office for assistance with identifying trained, effective committee members.
- » Should be trained in best practices

Hiring Authority

- » Identify the search committee chair
 - › Should be person at same or higher level than vacant position
- » Ensure there is administrative support for the search
- » Ensure that the committee chair, committee members and administrative support receive search training

Hiring Authority

- » Give the charge to the search committee:
 - › Describe title, job description, essential and preferred criteria
 - › Indicate salary and benefits budget
 - › Describe position's scope and challenges/opportunities
 - › Give realistic time frames
 - › Determine preferred number of finalists, form of finalists feedback (ranked, random)
 - › Support committee (administrative assistance, travel budget, etc.)

Refer to the Tool Kit for a sample of a best practice charge to the committee

Committee Member

- » Be an active recruiter
- » Consistently and fairly evaluate all applicants
- » Do homework, and actively participate in all meetings
- » Be a good ambassador -- Are you adding value through your interactions?
- » ALL search committee members share responsibility to attract diverse pool and ensure fair and equitable treatment of all applicants [refer to “Diversifying the Workforce” presentation].

Refer to the Tool Kit for tips on how to add value to the search as a search committee member

Search Committee Chair

- » Must ensure diversity and accountability for members
- » Must ensure proper recordkeeping
- » Must enforce confidentiality rules
- » Must keep hiring authority updated on search efforts
- » Must set the tone for the committee and lead by example

Refer to the Tool Kit for tools to support the search committee chair.

Search Committee Chair

- » Serves as the ambassador-in-chief to the hiring authority, campus, and candidate
- » Serves as liaison between hiring authority and committee, and speaks as “one voice” for committee
- » Ensures committee charge is carried out

Administrative Support

- » Maintain applicant confidentiality
- » Ensures hiring process is followed, including appropriate, timely entries into HR system
- » Respond to applicants on behalf of committee chair
- » Schedule committee meetings and applicant interviews
- » Execute any logistical details related to applicant visits as appropriate

Recap: Search Committee Training

- » Chapter I - The Role of the Search Committee
 - › Benefits and Costs
 - › Roles and Responsibilities



Chapter II

Recruitment Activities

Key Components of Recruitment Activities

1. Recruitment plan
2. Job description and success criteria
3. Job ad(s) and posting locations
4. Outreach activities

Recruitment Activities: Initial Steps

- » Search Committee works with the Hiring Authority to develop the recruitment plan
 - › This is developed contemporaneously with other initial steps in the search process
 - › This could be done in the first search committee meeting with the Hiring Authority

University Policies & Procedures

- » With the Hiring Authority, review:
 - › Hiring freeze guidelines, if applicable
 - › Faculty hiring guidelines
 - › Affirmative Action / Equal Opportunities policies

Chapter II: Recruitment Activities

RECRUITMENT PLAN

Recruitment Plan

- » Consider the search process as first step in the retention process.
- » How well you match the person to the position and organization will determine their success (within the position & unit)

Refer to Tool Kit for information showing the connection between recruiting and retention

Recruitment Plan

- » Create a specific recruitment action plan that builds from the campus Affirmative Action Plan and the school/college diversity plan.
- » Determine additional resources to advertise position

Refer to Tool Kit for additional resources for advertising positions

Recruitment Plan

- » Consider how to reach the groups covered by the university's Affirmative Action Plan:
 - › Women
 - › Minorities
 - › Veterans
 - › Persons with disabilities
 - › Other underrepresented groups as detailed

Recruitment Plan

- » School or department may identify other diversity efforts based on specific needs or department (e.g., males in nursing)

TIP #1 – Recruitment Plan

Cast a Wide Net

- » It's important to recruit from a wide range of sources and use a variety of methods to cast a wide net.
 - › Some associations or institutions may exclude potential candidates.
 - › Tapping these resources can make you a victim of their exclusionary thinking.

Tip #2 – Recruitment Plan

- » Remember that this is a “courting” relationship
 - › You are getting to know one another.
 - › Applicants are needing information about the position as well as you needing information about the applicants. It’s a two-way street.
 - › Everything that is said or done sets the tone.

Chapter II: Recruitment Activities

JOB DESCRIPTION

Job Description

- » Begin with well-written, comprehensive job description
 - › Carefully consider minimum qualifications
 - › What is really needed for the position? vs. What is desired?
- » Both job description and job ad must not be too broad
- » Determine success criteria for the job
 - › What are the competencies, knowledge, skills needed to be successful in this job?

Refer to Tool Kit for ways to write a job description

Chapter II: Recruitment Activities

JOB ADS

Job Postings

» Rule of Thumb...

- › The higher the level position, the longer the posting.
- › In general, the longer the posting period the larger and more diverse the applicant pool.

Job Postings

- » Announcements should include proactive language targeted toward applicants of color, women, people with disabilities and veterans.
- » This is a campus marketing opportunity beyond this position!

Refer to Tool Kit for ways to write a job description

TIP #3- Job Ads

- » Remember... Outstanding candidates often do not apply for advertised positions—you must ‘court’ these potential applicants.
- » A search firm can be helpful in recruiting talent that would not otherwise seek the position [commonly used for higher level/executive positions].

Refer to the Tool Kit for ideas on how to “court” potential applicants.

Chapter II: Recruitment Activities

OUTREACH ACTIVITIES

Outreach Activities

» SELL THE OPPORTUNITY!

- › Telephone calls
- › Personalized letters to potential applicants
- › Personalized emails
- › Talk face-to-face with people who might nominate candidates
- › Use networks to reach candidates personally

Outreach Activities

- » Consult with diverse faculty members on campus about outreach activities
- » Approach potential candidates at professional meetings
- » Contact traditional professional organizations that have affiliated groups for women, minorities, and other underrepresented groups

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Refer to the Tool Kit for more examples ideas on how to “sell the opportunity.”